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MANAGEMENT TRAINING PROGRAM

Management Analysis Office

I. Program Operation

A. Forms Analysis and Design

Two to four weeks of on-the-job training in the design and evaluation of CIA forms. Training in the techniques applicable to forms design and in related analytical processes as well as a familiarity with the forms control system are the goals.

B. Issuance Review

Two to four weeks of practical experience in developing, editing and coordinating CIA Regulations. An understanding of the mechanism involved and absorption of the substantive content of CIA Regulations are the desired results.

C. Development of Staffing Patterns

Two to four weeks of experience in developing and coordinating proposals for changes in tables of organization. The trainee should, through counsel with the appropriate Organization and Methods Examiners, absorb the pertinent facts regarding each T/O change. He should, by operating the central controls, acquire a knowledge of the physical processes involved.

D. Machine Methods

One month of experience assisting on various projects having to do with machine methods and office devices. Electrical accounting (IBM) machines will constitute the most significant phase of this training. A familiarity with machine applications, sufficient to permit identification of problem areas, is the desired goal.

E. Records Management

One week of project experience as an assistant on the Agency's Records Management and Vital Documents Programs. The objectives of the Programs and the processes involved should be examined.

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II. Organization and Methods Surveys

This stage of training will be undertaken upon completion of that outlined in I., above. The trainee, working under the close supervision of a senior Organization and Methods Examiner, will be assigned projects of gradually increasing responsibility until he has absorbed the practices, principles and techniques relating to O&M surveys (approximately 4 months).

III. Research Training

A. Required Reading

General Management of the Executive Branch

The Commission on Organization of the Executive Branch
of the Government - February 1949

The Task Force Report on Federal Personnel - pp 29-43

The Commission on Organization of the Executive Branch
of the Government - January 1949

Survey Principles and Techniques

by William A. Gill

Reprinted from 1949 issues of Modern Management

Microfilming of Records

War Department TM 12-257 - March 1946

An Outline of General Survey Principles and Practices

U. S. Bureau of the Budget - June 1940

Basic Principles of Organization

Army Service Forces Manual M 703-2 - April 1943

Work Simplification

Army Service Forces Manual M 703-3 - May 1944

Standardization of Forms

Army Service Forces Manual M 703-6 - August 1944

Simplification and Standardization of Procedures

Army Service Forces Manual M 707-7 - September 1944

Forms Control

U. S. Bureau of the Budget Management Bulletin - June 1948

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Telephone Service

U. S. Bureau of the Budget Management Bulletin - April 1947

Process Charting

U. S. Bureau of the Budget Management Bulletin - November 1945

Duplicating Service

U. S. Bureau of the Budget Management Bulletin - April 1949

Production Planning and Control

U. S. Bureau of the Budget Management Bulletin - October 1949

A Work Measurement System

U. S. Bureau of the Budget Management Bulletin - March 1950

Guide to Drafting of Functional Statements

Department of State Organization Manual - July 1949

Selected Reading of Projects Completed by Management Analysis Office

Review of Legislation, Presidential Executive Order and Bureau of the Budget Circulars Pertaining to Management Improvement

B. Suggested Reading

SCA Work Simplification Program

Office Services, Centralized or Not?

by G. J. Mills

British Management Review - December 1950

Concluding Report

The Commission on Organization of the Executive Branch of the Government - May 1949

Production Management

Albert Ramond and Associates, Inc.

Records Management Microphotography

Veterans Administration Manual M 3-9 - October 10, 1949

Techniques for the Development of a Work Measurement System

Bureau of the Budget - March 1950

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Work Simplification (Material Handling)

Army Service Forces Manual M 703-4 - October 1943

Work Measurement

Army Service Forces Manual M 703-5 - January 1945

Note: The above reading matter should be covered at the Trainee's convenience during phase I. of his training. Advice and assistance throughout the Training Program may be obtained through daily contacts with the Organization and Methods Examiners. The Trainee should continually discuss his problems with the Deputy Advisor for Management in order to tailor the training to individual needs.

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